MINUTES

Meeting of the Massachusetts Bay Transportation Authority Board of Directors

October 23, 2025, AT 10:00 A.M.

10 Park Plaza, 2nd Floor Board Room, Suite 2890
Boston, MA 02116

Public participation and comment occurred via written communication, voice message and in-person public comment.

This meeting was broadcast virtually.

BOARD MEMBERS PARTICIPATING IN-PERSON:	Chair Tom McGee, Director Robert Butler, Director Thomas Koch, Director Peter Koutoujian, Director Mary Skelton Roberts, Director Chanda Smart, Interim Secretary Phillip Eng
BOARD MEMBERS ABSENT:	Director Eric Goodwine, Director Charlie Sisitsky
Others Presenting and/or Participating for Various Portions of the Meeting:	Deputy Chief of Staff Darrin McAuliffe, General Manager Phillip Eng, Chief Operating Officer Ryan Coholan, Chief Mechanical Officer Mike Walsh, Chief Safety Officer Tim Lesniak, Senior Director of Alternative Service Laura Riegel, Chief Procurement Officer Ray Wise, Senior Director of Strategic Transit Planning Laura Gilmore, Deputy Chief of Capital Strategy Mike Malia, Chief of Policy & Strategic Planning Lynsey Heffernan
Others Present:	Chief Counsel John Martin, Counsel- Corporate Governance Noah Potash

1. Safety Briefing

Deputy Chief of Staff Darrin McAuliffe provided a safety briefing on the building's fire exits and safety features and presented Halloween safety tips for drivers.

OPEN OF MEETING/Call to order by the Chair

Chair McGee called the meeting of the Massachusetts Bay Transportation Authority ("MBTA") Board to order at 10:04 a.m. Noah Potash called the roll of the MBTA Board of Directors participating, being a quorum of the MBTA Board:

Chair McGee	**Present**
Director Butler	**Present**
Director Koch	**Present**
Director Koutoujian	**Present**
Director Skelton Roberts	**Present**
Director Smart	**Present**
Director Eng	**Present**

REPORTS, PRESENTATIONS & ACTION ITEMS

2. Consent Agenda

Chair McGee welcomed General Manager Phillip Eng's appointment as Interim Secretary of MassDOT, then explained that a vote to adopt the consent agenda would approve the September meeting minutes.

On motion duly made and seconded, it was by roll call:

VOTED:

To adopt the consent agenda.

Chair McGee	**Yes**
Director Butler	**Yes**
Director Koch	**Yes**
Director Koutoujian	**Yes**
Director Skelton Roberts	**Yes**
Director Smart	**Yes**
Director Eng	**Yes**

3. Public Comment Period

Senator Mike Rush spoke in support of extending the Green Line E Branch to Hyde Square, stating that it would serve thousands of riders, provide a connection to the central business district, and support small businesses.

Garrett Wollman of Framingham expressed frustration with the MBTA's proposals to continue procuring diesel locomotives instead of pursuing a serious effort to electrification.

Rosa Bentley, President of Massachusetts Senior Action Council ("MSAC"), asked for intervention on new RIDE policies prohibiting drivers from helping with personal items. She said that the policy has impacted mobility devices and was enacted without an opportunity to comment. She said that seniors who depend on the RIDE have had to limit trips for groceries.

Sherry Peterson of MSAC argued that passengers of the RIDE are not safer when balancing canes, carts, and other items in the vehicle, stated that the policy does not reduce delays, and that the drivers' union did not advocate for the policy. She said that the MBTA should exceed ADA requirements and asked the MBTA to develop a policy that ensures safety and passenger support. Ms. Peterson also raised challenges with the Spare system for booking rides, particularly GPS issues, and shared several negative experiences.

General Manager Eng said that he valued the feedback and would look into the concerns on both issues.

Director Skelton Roberts formally recommended an ongoing dialogue on the personal items policy and the Spare issue.

Chair McGee thanked the members of MSAC for their ongoing advocacy. Franklyn Salimbene reiterated support for the Green Line E Branch extension, noting the transit-oriented development along the corridor and noting that the existing bus

service does not meet needs. He requested follow-up meetings on a project to extend the right-of-way to Huntington Circle.

Janet Cheung of TransitMatters said that the CTF transfer would improve service, emphasized the need for continued stable funding sources and expressed opposition to diesel procurements.

Lucas Prato of Reading expressed opposition to the location of the Reading Turnback Track based on safety concerns. He said that he disagreed with the MBTA's analysis and was concerned by the MBTA's responses, or lack thereof. He asked the MBTA to pause or rescind their statement of intent and invited the General Manager to attend a Reading town meeting on the topic.

General Manager Eng said that no final decisions had been made, that the MBTA would meet with residents prior to making a final decision, and that safety was paramount.

David Camito cited his longtime use of the MBTA and expressed appreciation for efficient service and asked staff to listen to Reading residents regarding the turnback track.

Katarina Torres Radisic of RTAG stated that drivers have long provided assistance to riders with personal items and that RTAG supported MSAC's request.

Evan Foss of Newton expressed support for MSAC, the Green Line extension proposal, and electric trains. He said he was saddened to see the Battery Electric Bus depot and that a better plan was needed. He commented on the departure of the outgoing Secretary, stating that he appreciated her focus on things that did not involve ribbon-cutting ceremonies, like the increasing adoption rate of low-income fare.

Note: The following public comments were submitted via voicemail or email. Summaries were read into the record by Board Counsel.

John Eustace Gerard said that C Line service was too slow and that schedule adjustments and signal issues were costing riders money. He added that overcrowded trains following games put the public at risk and said that riders' time and money are stolen when they have to stand by for trains. Mr. Gerard stated that the MBTA was not communicating adequately with riders and criticized management for not fully implementing all door boarding, requesting announcements that not all doors open before 7am. He also asked why trains at Kenmore were standing by.

Noah Gordon said that he was filing a safety complaint and a formal service complaint after being stuck on the Green Line D Branch for nearly two hours on October 9th and requested a refund of his fare, compensation for his ticket to a sporting event which the delay caused him to miss, and an explanation of relevant corrective actions.

Sandeep Karnak, an Audubon Circle/Fenway resident, wrote to urge the MBTA to complete Phase III of the Fenway Multi-Use Path, describing it as a high-impact improvement that would advance the MBTA's goals including removing high-risk conflict points, creating a car-free spine for pedestrians, relieving congestion, and strengthening local business and neighborhood vitality. The commenter requested firm dates and a commitment to confirm operations from day one.

Mark Godes requested that the RIDE waive its request that his elderly mother attend an in-person assessment to recertify that she still requires the RIDE services.

Michael Knapp requested an update on a transit signal priority pilot project on Brighton Avenue, including which intersections would be targeted, the project timeline, and whether the system would work with Green Line trains as well as buses.

Patricia Melanson of Reading asked the MBTA to reconsider the Reading turn back track project, stating that air quality concerns could jeopardize her childcare business and that increasing train frequency was not needed.

Jackie Cardillo stated that a proposed turnback track would increase traffic congestion downtown, create noise and vibration concerns, and increase air pollution.

Katie Palladino stated that a proposed turnback track in Reading would increase traffic congestion downtown, create noise and vibration concerns, and increase air pollution.

Rachel DeSantis expressed opposition to trains idling in Reading, stating that the pollution, additional traffic, and overall safety were major concerns to her, particularly as her son will attend school near the tracks.

Michael Mooney commented on shuttle bus service for an upcoming diversion on the Green Line D Branch, suggesting that the shuttle bus route or the 51 bus be adjusted to ensure the final drop off and first pickup point be at the C Line in Cleveland Circle, that clear signage be placed on all affected Green Line platforms, and that the MBTA consider adding extra service to the 51 bus route for the period of the diversion.

Jim Riley of Reading expressed concerns about the health and safety of residents if the proposed turnback track is allowed and asked for the results of a sound study that was conducted for the project. He reiterated a request for an “in-depth Sound/Vibration and Air Quality study” on abutting residences and expressed concerns about how rail gate closings will increase traffic congestion and idling. Mr. Riley asked that the project be cancelled and that the daily schedule for Reading Depot be increased.

Eitan Marks of Cambridge asked for an update on the delivery of new Red Line vehicles and why more are not in service, inquired about the status of the Red-Blue Line connector, and asked what will happen to the legacy PCC cars on the Mattapan Line once the Type 9 trolleys are implemented.

Daniel Dulaski raised concerns with commuter rail reliability, citing multiple examples of delayed trains on the Providence Line, most of which occurred during peak hours. He attached an analysis showing that peak on-time performance for the line is about 86.5% and asked staff to provide insight into their structured plans to address the unreliability and the lack of a service delivery policy for commuter rail.

Linda and Sal Russo, members of the Reading Turnback Committee, questioned the need for increased train service to Boston and raised concerns about diesel emissions and the impact of traffic congestion on ambulances.

Jamie Culbertson of the 55 Bus Route Coalition called on the MBTA to deliver the longer 55 bus hours promised in the Bus Network Redesign plan as soon as possible, citing the importance of the route, especially for senior and disabled residents. They included extensive information on a recent rally where community members and elected officials advocated for the changes to be implemented soon.

4. General Manager's Report

General Manager Phillip Eng began his report by acknowledging that he had accepted the additional role of Interim Secretary of Transportation and discussed the importance of transportation and the synergy between highways and the transit system. Mr. Eng discussed the progress on the SMI response and tied it to the agency's response to the U.S. Department of Transportation's inquiry on safety issues. He reviewed

remaining diversions for 2025 and noted that upcoming GLTPS installations would include track renewal and other improvements. He then discussed how switch and signals work on the Red and Orange Lines would improve the rider experience. Mr. Eng discussed how the MBTA was saving money by doing bus maintenance in-house at the Everett Bus Maintenance Facility. Chief Operating Officer Ryan Coholan discussed how in-house bus overhauls, beginning with the overhaul of New Flyer buses, was key to maximizing the use of the fleet. Chief Mechanical Officer Mike Walsh reviewed how the team designed the process and worked out how to proceed with a four-year overhaul program. Mr. Coholan said that the program would save $73 million and that the use of the MBTA workforce with first-hand knowledge and direct oversight would result in higher quality and increased institutional knowledge. He also noted that this would return vehicles to service faster. Mr. Walsh discussed the phases of the work, including repairs to power, HVAC, and axles, and said that plans to overhaul other fleets were underway.

Director Butler thanked the team for moving the work in-house and emphasized the savings. Director Koutoujian asked about the impact on morale and internal staffing. Mr. Coholan discussed the hiring of ten additional workers and how the program was built to make subject matter experts. Director Koutoujian asked about necessary licenses and training and Mr. Walsh discussed the internal training program and union shop training. Director Koutoujian and Mr. Coholan discussed how MBTA innovations in in-house work can open the door for future growth and assist other agencies. Director Smart asked about incentives to retain these workers and Mr. Coholan discussed the impact on in-house pride and said that people in shops are excited about these changes and the MBTA is seeing interest in the positions. Director Smart asked about employees' ability to leave,

and Mr. Coholan discussed efforts to keep the workforce engaged. The General Manager noted this was a long-term investment and that there are limited third parties available who do this sort of work. He stated that in-house work allows workers to see a career path and cited interest at the recent APTA conference in the MBTA's progress on the workforce, noting that in addition to building a strong, sustainable workforce, it's great if the MBTA launches people to careers elsewhere. Director Butler noted that the MBTA had been forced to do additional maintenance after the previous overhaul and said that this approach would save money. Chair McGee cited benefits on savings, workforce development, and time.

The General Manger then discussed the Fair Share funds transfer and fall rail rides that provide connections to Western Massachusetts. He discussed how the 2025 Bus Roadeo showcased and developed skills and reviewed work to elevate transit priorities in dialogue with the legislature. Director Smart and Mr. Eng discussed responses to public comments. Director Smart reiterated a request for review of the RIDE's personal items policy and the Reading Turnback track. Director Koutoujian said that he would love to attend a Roadeo and asked about the fall rail ride. Mr. Eng discussed how these trips are incorporated into the existing schedules. He said he would incite the Board members to visit the Everett shops as well.

5. Safety Program Update

Chief Safety Officer Tim Lesniak began is report with a review of MBTA participation in the Women in Safety Conference and a discussion of an Orange Line Safety Series event that distributed new PPE. He reviewed the 2025 Safety Symposium, highlighting the mitigation monitoring program. He provided a case study

regarding the CAP on pre-diversion testing of switches to manage the risk of non-revenue vehicle derailment.

Director Smart said that it would be helpful to hear from participants in the Safety Conference and asked Mr. Lesniak to confirm that there had been no safety incidents across all modes and Mr. Lesniak said that there were no events meeting the threshold to be reported to the Board. Director Koutoujian asked about the term “mitigation owner” and Mr. Lesniak explained that CAPs are assigned to specific departments with a specific individual responsible for mitigation. Chair McGee asked about the growth of the Safety Division and Mr. Lesniak discussed the importance of making safety a component of everyone’s work and the need for holistic solutions. Mr. Coholan discussed work to make safety a part of the day-to-day for all employees. The General Manager stated that when new hires are greeted each week, the importance of safety is reinforced, and staff are encouraged to learn from their mistakes. Chair McGee discussed the importance of all employees learning about safety and the building of a safety culture. Mr. Lesniak said that staff were reporting concerns more often and that a robust safety culture was developing.

6. Third Party Bus Contract

Senior Director of Alternative Service Laura Riegel discussed how the MBTA provides alternative service for diversions, noting the significant increase in the pace and scale of diversions over the past years. She explained that staff were requesting approval for a contract amendment of an amount not to exceed $55 million with A Yankee Line, which would guarantee diversion services through calendar year 2026. Ms. Riegel reviewed the timeline and noted that the MBTA is increasing internal

capacity on diversion service, particularly on weekends. She discussed work to contain costs and monitor contract compliance. She noted that A Yankee Line has made significant investments in low-floor buses and then reviewed vehicle operation and accessibility. She noted that the agency had saved $10 million by using some in-house bussing and that supplemental van service contracts are still sent out to bid.

Director Skelton Roberts asked about the key performance indicators for contract compliance and ADA requirements and climate goals. Ms. Riegel said that compliance was primarily focused on ADA-compliance and that trips are audited, noting that fines have been issued when problems have been observed. Director Skelton Roberts asked about climate goals, on-time arrivals, and a report on performance. Ms. Riegel said that she couldn't speak to climate goals, that dispatchers monitor on-time performance and said that staff could compile data on on-time performance. Mr. Coholan explained efforts to ensure buses mirror or improve on regular service and said that the contractor has been very responsive when issues have been identified. Director Skelton Roberts asked about data and Ms. Riegel said that the MBTA does not have on-time performance data from vendors. Mr. Coholan explained why shuttle buses cannot record on-time performance automatically like the rail system but noted that the vendor can generate data as needed. Ms. Riegel explained the need for greater flexibility with diversions than with the regular schedule. Director Skelton Roberts asked what the contractor is expected to comply with and Ms. Riegel cited number of low-floor vehicles, ADA-compliance, and WME and DBE goals. Director Skelton Roberts asked about customer service and on-time performance, and Ms. Riegel said that those are not metrics in the current contract but could potentially be included in a future contract. Mr.

Eng said that staff were working internally to look at the service that is being replaced and discussed customer service components and coordination with municipalities and the contractor. Director Skelton Roberts said that she wanted to hear more about on-time performance, customer service, and discussions with the municipalities. Ms. Riegel discussed constant coordination with the City of Boston. Chair McGee noted that this contract covers planned and unplanned diversions. Ms. Riegel discussed the process for dealing with unplanned diversions. Mr. Coholan provided an example of diversions during the washout of the Fitchburg Line. Director Koch discussed the impact of building out the workforce on doing work in-house. He thanked A Yankee Line for their responsiveness and said that their service has received compliments in Quincy. The General Manager discussed progress on bus service and said that diversions would get shorter over time. Director Smart asked about the DBE requirement and Ms. Riegel said that it is 2% but varies by diversion type. Chief Procurement Officer Ray Wise noted that the requirement is bifurcated and that Yankee spends more when the services are self-performed. Director Koutoujian discussed Yankee's track record and Ms. Riegel noted that they were initially selected through a comprehensive process.

On motion duly made and seconded, it was by roll call:

VOTED:

To authorize the MBTA General Manager, or his designee, to execute a contract amendment with A Yankee Line, Inc. in an amount not to exceed $55,000,000 to provide Shuttle Bus Services and to execute any necessary or ancillary documents in the name and on behalf of the Massachusetts Bay Transportation Authority to effectuate this Agreement.

Chair McGee	**Yes**
Director Butler	**Yes**
Director Koch	**Yes**

Director Koutoujian Yes
Director Skelton Roberts Yes
Director Smart Yes
Director Eng Recused

7. Warehouse Operations Contract

Chief Procurement Officer Ray Wise presented a proposed $32.9 million five-year contract for warehouse management services that would cover the main MBTA warehouse in West Bridgewater as well as 16 MBTA stockrooms. He said the contract had been competitively procured and had selected a new vendor. Mr. Wise reviewed how MBTA warehousing works and explained how the 56 staff members process over 20,000 pieces of inventory. He discussed recent warehousing initiatives that had increased accuracy from 61% to 98% while decreasing fulfillment time from 2-3 days to 1 day. Mr. Wise reviewed the RFP process, noting that the MBTA ultimately received two bids. He summarized the contract, noting that it covers operations, scheduled deliveries, all staffing, supplies and vehicles, and includes three 2-year options which would require additional board approval. He reviewed key improvements, including more focused KPIUs, various operational improvements, and a decrease in costs. He stated that winning bidder Unipart has a continuous improvement mindset.

Director Butler noted that the work used to be completed in-house and asked if the MBTA had done work with this company before. Mr. Wise said that the MBTA had engaged with Unipart and its subsidiaries on other projects. Director Butler asked about Mancon, the current contractor, and Mr. Wise said that they are a good supplier, but that staff feel that Unipart will be a better partner. Director Butler noted that five years is long-term. Mr. Wise said that Unipart will meet with existing employees and offer to retain all interested parties. Director Butler asked if the MBTA can get out of the contract

and Mr. Wise said that they can terminate the contract at convenience, although it would require some planning. Director Skelton Roberts thanked Mr. Wise for the clear presentation.

On motion duly made and seconded, it was by roll call:

VOTED:

To authorize the MBTA General Manager, or his designee, to award RFP# 86-25 Warehouse Management Services to Unipart Services America, Inc. to perform the warehouse management and operations services described in RFP# 86-25 from February 1, 2026 to January 31, 2031, for a total delivered amount not to exceed $32,870,416.37 and to execute any necessary or ancillary documents in the name and on behalf of the Massachusetts Bay Transportation Authority to effectuate this Agreement.

Chair McGee	**Yes**
Director Butler	**Yes**
Director Koch	**Yes**
Director Koutoujian	**Yes**
Director Skelton Roberts	**Yes**
Director Smart	**Yes**
Director Eng	**Recused**

8. Long Range Planning Update

Senior Director of Strategic Transit Planning Laura Gilmore discussed how long-range planning will move the MBTA to the transportation system of the future and illuminate what staff and riders want to see while also meeting Commonwealth goals. She reviewed the Strategic Transit Planning team and discussed the completed Mobility Integration Plan, which will provide better connections and utilize partnerships. Ms. Gilmore said that the connections would include better connections within the MBTA system, local buses and shuttles, regional and national services, cycling and rideshare, among others. She reviewed steps already taken, including working with MassDOT and RTAs, implementing contactless payments, event trains, rideshare coordination, and

securing a grant from the Boston MPO to modernize bicycle infrastructure. She then outlined recommendations for further integration. Turning to a climate planning update, Ms. Riegel discussed efforts to implement the climate assessment, draft a resilience plan and a power master plan. Ms. Riegel then discussed the Program for Mass Transportation, stating that it will create a broader decision-making framework that will inform the CIP and that this year, the MBTA would bring its development in-house. She reviewed objectives including a focus on modernization, communicating accomplishments, engaging the public, demonstrating the impact of the MBTA, and laying out a path to inform investments. Ms. Riegel discussed the plan for extensive public engagement and reviewed next actions that the team would be taking.

Chair Mcgee said that this was a great opportunity for ongoing discussion.

9. FY27-31 CIP Development Approach and CTF Funding

Chair McGee explained that the Board would vote on acceptance of CTF funding from MassDOT before proceeding to the presentation.

On motion duly made and seconded, it was by roll call:

VOTED:

To authorize the General Manager, or his designee, to approve and execute a contract with the Massachusetts Department of Transportation ("MassDOT") to invest $850 million in Commonwealth Transportation Fund ("CTF")-funded bond capacity to support investments in MBTA maintenance facilities, layover track, power, infrastructure modernization, and resilience, and to execute any necessary or ancillary documents in the name of and on behalf of the Massachusetts Bay Transportation Authority to effectuate the agreement.

Chair McGee	**Yes**
Director Butler	**Yes**
Director Koch	**Yes**
Director Koutoujian	**Yes**
Director Skelton Roberts	**Yes**

Director Smart	**Yes**
Director Eng	**Recused**

Note: Director Koch left the meeting at 12:44 p.m.

Deputy Chief of Capital Strategy Mike Malia discussed the development process for the FY27-31 CIP, especially the impacts of limited future funding, which is dominated by major investments. He noted the impact of tariff risks and unobligated funds, along with the expiration of the Bipartisan Infrastructure Law. Mr. Malia said that staff continue to pursue federal funding. Turning to the Commonwealth Transportation Fund ("CTF"), Mr. Malia provided background on the Rail Enhancement Program and discussed how the funds from MassDOT would support new investments in the Arborway Battery-Electric Bus Maintenance Facility, Widett Circle Phase 1, Green Line infrastructure, and locomotive procurement. He cautioned that significant risks and exposures remain, including further locomotive replacements, complete bus facility modernization, work to reach a state of good repair for power and signals, and inflation and tariff exposures.

Director Skelton Roberts noted that these projects will enable many things that have been requested by the public. Chair McGee said that the MBTA will be able to do some exciting things and continue the ongoing discussion about the level of investment that is needed.

ADJOURNMENT

With no further items on the agenda, Chair McGee asked for a motion to adjourn.

On motion duly made and seconded, it was by roll call:

VOTED:

To adjourn the meeting at 1:00 p.m.

Chair McGee	**Yes**

Director Butler	**Yes**
Director Koutoujian	**Yes**
Director Skelton Roberts	**Yes**
Director Smart	**Yes**
Director Eng	**Yes**

Documents relied upon for this meeting:

- October 23, 2025 Agenda
- Minutes of September 24, 2025 Board Meeting
- 1. MBTA October 2025 Safety Briefing
- 2i. QCO Update Oct Board 2025_CA
- 2i. Safety Division Board Report 2025.10.7_CA
- 4. GM Report to the Board 10.23.2025 vEH-5
- 5. MBTA Board of Directors Safety Update 2025.10.7 Final Draft
- 6. 2025_Third Party Bus vote_final
- 7. MBTA Board - Warehouse Management Services Contract 10.16.25
- 8. MBTA Board Presentation _ LR Planning
- 9. FY27-31 CIP Intro_Updated Draft